MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2019/2020

TOB2221 – ORGANISATIONAL BEHAVIOR

(All sections / Groups)

3 March 2020
2.30 p.m. – 4.30 p.m.
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 4 pages with 5 Questions only.

2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.

3. Please print all your answers in the Answer Booklet provided.

Question 1

(a) Open systems perspective is the foundation for the other three organisational effectiveness perspectives. The other three major organisational effectiveness perspectives might be considered as the detailed extensions of the open systems perspective.

Describe the THREE (3) organisational perspectives based on the open systems perspective. You may include an illustration to help your explanation.

[4 marks]

(b) Give an example of behaviour to illustrate the FOUR (4) components of the MARS model based on the short excerpt below.

> Forrest Gump was born on June 6, 1944 (the day of the Normandy landings during World War II). Because his father was absent during his life, purportedly "on vacation", Forrest was raised by his mother, who named him after Civil War Confederate General Nathan Bedford Forrest, who was also first Grand Wizard of the Ku Klux Klan, and a supposed ancestor of Gump's. This was to remind Forrest that "sometimes we all do things that, well, just don't make no sense."
>
> As a child, Forrest had strong legs, but a weak spine, which the family doctor claimed was "as crooked as a politician." Because of this, he was forced to wear leg braces which made walking and running difficult, and also discovered he had a sub-standard IQ, which the principal of the local school said excluded him from attending the school. (Forrest's mother made the man reconsider after they slept together.) Forrest's mother told him never to let anyone tell him he was different, saying: "Stupid is as stupid does."
>
> Because Forrest and his mother lived in a large house, they rented the rooms out to travelers to make money. One such guest was a young Elvis Presley, who used Forrest's peculiar dancing style to invent the "hip dancing" moves for the song "Hound Dog."
>
> On the bus to school, Forrest met Jenny Curran, and was instantly attracted to her. He later said: "I had never seen anything so beautiful in my life." Forrest and Jenny spent much time together, usually near a large tree. Jenny accepted Forrest for who he was and taught him to read, as well as to stand up to bullies. However, Jenny had an unhappy home life; her mother had died when she was young, and her father molested her and her sisters, which led to Jenny being taken to live with her grandmother, and she would often stay at Forrest's house to escape.
>
> One day, a trio of bullies were throwing rocks at Forrest and chasing him on their bikes. Jenny urged Forrest to just run away. As Forrest struggled to run, his leg braces broke apart. Once he was free of them, Forrest was able to run incredibly fast. Forrest never wore leg braces again, and was able to run everywhere after that.
>
> (Quoted from https://forrestgump.fandom.com)

[4 marks]

(c) What does *perception* do to the perceiver?

[2 marks]

Continued ...

Question 2

(a) The Maslow's Hierarchy of Needs has a few known problems. One of the problems is associated to the hierarchical nature of the pyramid of needs. Briefly explain all the human needs in the hierarchy and give an example to describe the condition of which the hierarchical structure is invalid in explaining human motivation.

[4 marks]

(b) What is emotional intelligence? Identify TWO (2) ways one may work on to improve one's emotional intelligence.

[4 marks]

(c) Ron Johnson and his executive team at JCPenney made a series of decision blunders resulting in major losses for the company. Determine TWO (2) reasons for these obvious overlooks in the company's decision-making process.

[2 marks]

Question 3

(a) A team can be categorised by its permanence, skill differentiation and authority differentiation. Explain how these differences contribute to a stronger team.

[3 marks]

(b) Why are emails a poor medium for communication in the workplace?

[4 marks]

(c)

> London Underground employees organised by the National Union of Rail, Maritime and Transport Workers (RMT) and Transport Salaried Staffs' Association (TSSA) have had a number of disputes with both London Underground and privatised contractors including Metronet and Tube Lines over pay, safety, pensions and job security, leading to travel disruption in the capital. Due to the disruption this causes, the usage of both driverless trains and retired train drivers have been suggested as solutions to keep services running on strike days.
>
> (Source: Wikipedia)

Based on the excerpt, describe the contingencies of power in play in the London's Tube strikes incidence.

[3 marks]

Continued ...

Question 4

(a) Is conflict good or bad? [4 marks]

(b) Illustrate and explain the bargaining zone model. [4 marks]

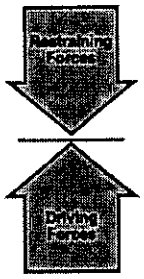
(c) Shared leadership is the view that leadership is a role, not a position assigned to one person. Suggest TWO (2) possible ways that an organisation can encourage shared leadership among its employees. [2 marks]

Question 5

(a) Transformational leaders should possess a few key character traits. Articulate THREE (3) of these traits with proper justification. [3 marks]

(b) Provide ONE (1) example for each of the FIVE (5) categories of organisational cultural artifacts. [5 marks]

(c) Define the *restraining forces* and *driving forces* in the force field analysis change model.



[2 marks]

End of Paper.